



DIRECTOR OF HEALTH AND SAFETY
UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

30 March 2005

Dear Joint Service Safety Conference Attendee:

Welcome to the 30-31 March 2005 Joint Service Safety Conference! The Coast Guard is pleased to have the opportunity to host this conference, and we are committed to ensuring that our time together is both productive and enjoyable.

The ongoing war on terror and expanding homeland security mandates continue to place our personnel in harm's way. We must therefore continue to be diligent in our efforts to ensure their safety, both on-the-job and while off-duty. Intrusive leadership, proactive safety interventions, and improved mishap reporting and data analysis are key elements in our strategy to reduce mishaps and to enhance the quality of life for our members and their families.

With your assistance we have developed a diverse and engaging agenda, and we encourage each of you to participate in constructive and productive dialogue during this conference. Please feel free to contact any member of my staff if you need assistance during your stay. We hope that you have a safe and enjoyable trip to the Washington, DC area, as well as a safe return home to continue your commitment to the safety and health of your personnel.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul J. Higgins".

PAUL J. HIGGINS
Rear Admiral, U.S. Public Health Service